



City of Glendale  
October 30, 2012

## PHASE II Discussion – What we think we heard

## DESIRED OUTCOME

To develop a shared understanding

- between the Task Force and the City
- on the management, sustainability, and value of water and its impact on the community
- by reaching consensus recommendations
- to ensure the well-being and quality of life of Glendale residents and businesses.

# CONSENSUS

## Operational Definition:

- I believe you understand my point of view.
- I believe I understand your point of view.
- Whether or not I prefer this decision, I support it because it was reached openly and fairly.



# **“I” Time Exercise**

# **I. PUBLIC INVOLVEMENT AND COMMUNITY EDUCATION**

## **A. Public Awareness and Involvement**

- a) The City should establish and maintain a public information and awareness program to increase the understanding of the value of Glendale's water and wastewater services to the community.
- b) The City should provide opportunities for citizen engagement regarding the sustainable management of water and the impacts to the well-being and quality of life for Glendale residents and businesses.

# **I. PUBLIC INVOLVEMENT AND COMMUNITY EDUCATION**

## **B. Community Education and Outreach Programs**

- a) The City should provide a comprehensive water conservation program to meet and/or exceed state laws and regulations and promotes efficient water use.
  - i. Promote and encourage water conservation through local and regional outreach events and activities.
  - ii. Providing ongoing educational classes promoting water conservation as a way of life.
  - iii. Evaluate the water conservation programs every three years to quantify the value of the direct services provided as well as water saved.

# I. PUBLIC INVOLVEMENT AND COMMUNITY EDUCATION

- b) The City should provide programs to inform and educate residents, businesses, and neighborhood communities about environmental best practices related to water.
  - i. Promote and encourage storm water and water quality awareness through local and regional outreach programs and events
  - ii. Provide educational programs and materials for adults to inform and educate residents and businesses about in-house environmental best practices such as proper disposal of fats, oils and grease as well as storm water pollution prevention and other water quality issues
  - iii. Provide age-appropriate educational programs and materials for Glendale youth and educators.

## **II. REGIONAL COLLABORATION AND WATER RESOURCES SUSTAINABILITY**

### **A. Regional Collaboration**

- a) The City should participate in regional water resources planning associations and stakeholder forums to ensure Glendale has a voice in the development of state and regional water resource policies. The City's membership in Arizona Municipal Water Users Association enables the City to advocate for sound water legislation and policies on a regional level.
- b) The City should maintain beneficial partnerships allowing us to explore opportunities to identify, acquire, and develop additional water resources.

### **B. Water Service Area**

The City should prepare service cost and fiscal impact analyses for Council consideration prior to expanding the City's water and sewer service area.



## II. REGIONAL COLLABORATION AND WATER RESOURCES SUSTAINABILITY

### C. Water Resources Sustainability

- a) The City should ensure it has a safe and reliable water supply to meet current and future demand to ensure water resources sustainability.
- b) The City should update and keep current the City's water supply (resources) and demand projections and plan.
- c) The City should continue to seek opportunities to acquire additional water resources, such as the 100-year water lease agreement pursuant to the 2008 White Mountain Apache Tribe water settlement.
- d) The City should maximize the use of its existing water resources through water reclamation (reuse), aquifer storage, and other methods and practices when feasible and economically practical.

## II. REGIONAL COLLABORATION AND WATER RESOURCES SUSTAINABILITY

### D. Drought Management

- a) The City should update and keep current a drought ordinance and drought management plan to provide guidance and rules during major droughts that potentially result in water shortages.
- b) The City should have emergency response plans to ensure effective response to water and sewer emergencies.
- c) The City should have a public notification and drinking water quality advisory plan to ensure that City effectively communicates with the public when serious water quality violations occur.

# III. OPERATIONS AND INFRASTRUCTURE

## A. Water and Sewer Infrastructure

The City should establish and maintain modern systems and infrastructure that consistently provide high quality and efficient water and sewer services to the community.

## B. Water Distribution

The City should have an effective water distribution system that provides:

- a) Reliable water delivery with adequate pressures to meet domestic requirements and fire protection needs
- b) Water quality that meets all requirements
- c) Minimal water loss due to leakage
- d) Accurate water meters

### **III. OPERATIONS AND INFRASTRUCTURE**

#### **C. Urban Irrigation**

The City should evaluate options for urban irrigation users to pay for services and water received.

#### **D. Water Reclamation**

The City should continue to build, operate and control its own wastewater reclamation facility or facilities in Glendale to meet current and future demands and continue to dispose of any wastewater sludge at the 91<sup>st</sup> Avenue SROG Regional Wastewater Treatment Plant.

### **III. OPERATIONS AND INFRASTRUCTURE**

#### **E. Wastewater Collections**

The City should establish and maintain an effective wastewater collections program providing reliable wastewater services to customers and minimizing sewer spill overflows, and evaluate the need to dedicate more resources to the wastewater maintenance program to increase the amount of pipe miles inspected and hydro-cleaned.

#### **F. Storm Water Management**

The City should develop and maintain a storm water program to protect the quality of storm water and to comply with applicable environmental and water quality laws and regulations, and evaluate the need to dedicate more resources to the storm water maintenance program to increase the amount of inspections and cleaning.

#### **G. Purchasing of Goods or Services**

The City should continue to explore opportunities to utilize intergovernmental purchasing agreements for procuring goods or services when it is advantageous to the City.

## **IV.EMPLOYEE DEVELOPMENT, RETENTION, SAFETY AND PRODUCTIVITY**

### **A. Employee Development and Retention**

The City should provide employee development opportunities that reward performance, encourage staff retention, and ultimately prepares the Water Services work force to meet any future business challenges to include:

- a) Establishing and implementing a knowledge retention and succession planning program.
- b) Continuing to involve and engage employees to enhance job satisfaction and teamwork

## **IV.EMPLOYEE DEVELOPMENT, RETENTION, SAFETY AND PRODUCTIVITY**

- c) Evaluating staffing levels and ensuring adequate funding is available to maintain necessary staffing levels through the annual budgeting process.
- d) Ensuring Water Services is competitive in attracting, developing, and retaining high performing employees.

### **B. Productivity through Optimization**

The City should continuously strive to optimize the performance and efficiency of its water and wastewater system facilities and operations by utilizing sound principles and best practices to include:

## IV.EMPLOYEE DEVELOPMENT, RETENTION, SAFETY AND PRODUCTIVITY

- a) Continuing to explore/consider opportunities to partner with other cities and other agencies to improve the cost recovery and efficiency/use of current water and wastewater infrastructure.
- b) Continuing to benchmark its operations and practices with comparable cities to ensure top performance.



## **IV.EMPLOYEE DEVELOPMENT, RETENTION, SAFETY AND PRODUCTIVITY**

### **C. Productivity through Information Technology**

The City should effectively utilize and integrate information technology that supports the business needs and optimizes the productivity of Glendale's water and wastewater enterprise to include conducting a study or evaluation on smart water meters for commercial and residential applications to determine cost, benefit and feasibility.

### **D. Safety**

The City should ensure the safety and health of its employees through effective management, training, and establishment of best practices that meets or exceeds water and wastewater industry standards.

## V. FINANCIAL PLANNING, BILLING, AND CUSTOMER SERVICE

### A. Financial Planning

The City should establish and administer a long-range financial plan that guides decisions regarding water and wastewater rates. The City's water and wastewater financial plan should be based on the following principles:

- a) Rates should be based on revenue requirements to cover projected operational and maintenance costs, debt service obligations, capital improvement program funding needs; and maintain adequate reserves for emergencies, debt-service ratios and other financial management requirements
- b) Rates should be fair and reasonable while maintaining high quality services, balancing competing demands, and managing rate affordability

## V. FINANCIAL PLANNING, BILLING, AND CUSTOMER SERVICE

- c) Rates should be designed to conform to federal and state requirements and guidelines
- d) The financial plan should be reviewed and approved by Council on an annual basis as part of the budget process.

### **B. Billing**

- a) The City should effectively manage its customer billing system and meet community needs and expectations by providing accurate, consistent and timely billing services.
- b) Water and Sewer rate structure and an explanation of the rates should be provided on the City's website.

## V. FINANCIAL PLANNING, BILLING, AND CUSTOMER SERVICE

- c) The City should resolve delinquent accounts and unpaid bills through the implementation of best practices.

### **C. Customer Service**

The City should meet the needs and expectations of the community by providing courteous, timely, and reliable customer service.

### **D. Water and Wastewater Commission**

The City should create a Water Services Advisory Board to review and analyze policies relating to Water and Wastewater services. The Board should advise the City Council on water and wastewater policies by providing recommendations ensuring the citizens of the City of Glendale are provided a reliable, high quality and economical water supply, and a stable, environmentally safe, and economical wastewater collection and reclamation system.

### **E. Enterprise Fund Protection**

The Water Services Enterprise Funds should be restricted to support Water Services operations and overhead, and should not be transferred to other City funds.